Transport for London

Annual report | 2001/2002

Transport for London

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MAYOR OF LONDON

Transport for London

Introduction

Transport for London (TfL) was established in July 2000 as London's new integrated transport body.

Its role is to implement the Mayor's Transport Strategy as well as to manage the following transport services and facilities in accordance with the Mayor's Business Plan. It is responsible for:

London Buses
Docklands Light Railway (DLR)
Dial-a-Ride
London River Services (LRS)
Tramlink
Victoria Coach Station (VCS)
Public Carriage Office (PCO)
Street Management

TfL:

- Manages and maintains a 580km network of London's main roads, manages all 4,600 sets of traffic lights in Greater London and takes the lead on London-wide road and traffic policy
- Has responsibility for regulating and licensing the capital's taxi and private hire trades
- Helps to co-ordinate schemes for transport users with reduced mobility, via Dial-a-Ride facilities and other schemes
- Works with the rail industry to secure improvements in London's commuter rail services
- Manages London's Transport Museum
- Works with the London boroughs to ensure their own transport plans are in line with the Mayor's Transport Strategy and helps to fund local transport plans
- Operates and licenses for use a number of river piers

TfL was created from a variety of bodies with transport responsibilities – parts of London Transport, the Public Carriage Office, Docklands Light Railway, the Traffic Control Systems Unit, the functions of the Traffic Director for London, part of the Highways Agency (that dealt with London's major highway schemes and road maintenance) and the accident analysis and traffic surveys section of the London Research Centre. London Underground will become part of TfL in due course.

TfL has a wide remit – both in the sheer scale of work that needs to be undertaken and the operating bodies within it. Its existence offers an unprecedented and outstanding opportunity to make a real difference to the daily lives of millions of Londoners, from advising the Mayor on fares policy through to providing better services, instigating new developments and making sure that the transport needs of all sections of society are better served.

This is the challenge that TfL is determined to meet.

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Mayor's message

London is today experiencing growth on a scale unparalleled in the UK or indeed any other major city in Europe. Such expansion of population and jobs, due to London's dynamism and attractiveness poses both opportunities and challenges.

Opportunities for increases in new homes, work places, leisure facilities and environmental schemes are being held back by an overstrained infrastructure in need of substantial and radical modernisation to compensate for the past three decades of under investment. A view that will be endorsed by any London commuter, whether travelling by bus, tube, train, car, tram, coach, boat, taxi, bicycle or on foot.

Last year, I unveiled my Transport Strategy, setting out a ten-year programme of improvements to deliver a modern and efficient transport system in the capital. Many of the areas of concern raised in this Strategy were echoed in my recently published draft London Plan, which once again, made clear the only way forward was for increased and phased investment in services and infrastructure.

I am committed to improving public transport capacity and accessibility where there is greatest demand and the need for regeneration, through schemes such as Crossrail 1 and 2, Thameslink, the East London Line extension, extensions to the Docklands Light Railway and new river crossings in the Thames Gateway.

Other improvements include the completion of the Channel Tunnel Rail Link, improved bus services, more frequent mainline rail services and, in some locations, new tram and bus transit schemes and cross-London regional metro stations.

Bus services are improving across the capital, with new Night buses and Sunday services introduced

Bus passengers are already seeing service benefits, and with work underway with our partners in the boroughs, transport operators, business, unions and TfL staff, I look forward to greater passenger growth and service delivery over the coming years.

Work is in hand to introduce congestion charging next year, with the aim of reducing congestion on the capitals roads. Substantial improvements in public transport are being undertaken in preparation for the scheme's introduction.
The GLA and TfL have expended much effort along with a variety of commentators including MPs, advisors, business, city and passenger groups in highlighting the shortcomings of the Government's proposed Public Private Partnership for the Underground. My concerns are for the standard of passenger services and their cost. Both myself and Bob Kiley are committed to working with the government to making the Tube work, however I am determined that Londoners are not left footing the bill for PPP's funding deficit estimated at £1.5bn.

The three million daily Tube users deserve better and I will continue to state and fight their case.

It is not possible to solve the problems on London's transport system overnight. The construction of new rail systems like Crossrail will take many years, as will significant improvements to the London Underground. In the short term we've already been able to deliver dramatic improvements to London's bus network, with fares frozen and ridership increasing at more than six percent per annum.

We've also been able to improve safety, personal security and efficiency by the innovative creation of a dedicated transport policing unit in co-operation with the Metropolitan Police Service.
All of these improvements require partnership between myself as the Mayor of London and National Government.
I am committed to making that partnership work.

Ken Livingstone
Mayor of London

Message from Bob Kiley

Ask Londoners what changes they'd like to see in the capital and most, unsurprisingly, will cite improvements in the transport system.

With so many people moving in and around the capital each day, at peak and non-peak times, using a variety of transport modes, the challenge to deliver, as well as improve services, is a massive one. We know our customers want a safe, integrated, accessible and efficient transport system.

They want a transport network that can boost business efficiency, maintain the capital's position as one of the world's great cities, and improve their quality of life.

TfL inherited a transport infrastructure suffering from decades of underfunding and decay. It needs radical improvements before commuters see true benefits and such improvements will cost money.

Planning for the future

Last summer, after much consultation the Mayor unveiled his Transport Strategy, which set out a programme of proposals focusing on improving transport in London, by increasing efficiency, capacity, accessibility, reliability and quality. To make this a reality, and ensure the resources are in place to deliver these improvements, TfL has developed a Business Plan to drive its activities through to 2007/08. The six main areas covered are:

- Improving bus services by significantly increasing capacity and providing better quality and more reliable bus services throughout London
- Reducing traffic congestion through the introduction of a congestion charging scheme for central London
- Improving roads and making them safer, by bringing main roads back to a state of good repair and reducing the number of people killed or seriously injured
- Making travel easier by making the network more accessible and affordable
- Increasing transport capacity by developing major projects such as Crossrail, Docklands Light Railway extensions and light transit schemes
- Making London a more liveable city by improving conditions for walking and cycling

Transforming London's transport system

The transport transformation that Londoners need and deserve will take time, effort and funding, but it is a battle worth fighting to deliver the capital's long-term expansion and development.

Bus passengers have been the first to see real changes in services. There are 200 new buses on the streets, passenger numbers are up by 6 percent on the previous year, new bus routes are in place and bus service levels are now the highest since 1965. Substantial improvements in Night buses and Sunday services have also led to a 20 percent growth in passengers.

Increased bus lane enforcement and additional bus priority measures have already started to reduce the delays caused by illegal parking or illegal use of bus lanes. In addition, passengers have benefited from a fares freeze as well as a range of fare reductions (including cheaper bus passes and Night bus fares reduced to daytime levels) and new saver tickets.

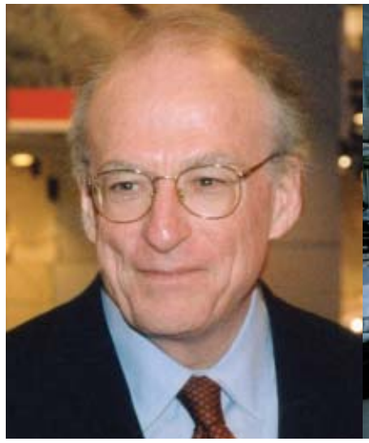
With drivers spending an average 50 percent of their time in traffic jams, the need for radical measures to reduce congestion has never been greater.

Following four rounds of public consultation, work is progressing on establishing the technical, environmental and administrative measures that need to be in place to ensure the smooth running of the congestion charging scheme, due to be launched February 2003.

Work has begun to pedestrianise part of Trafalgar Square, thus creating London's first World Square as part of the World Squares for All project. Major road upgrading schemes are being undertaken on the A13, A3, A23 and Vauxhall Cross interchange with drivers, bus passengers, pedestrians and residents all seeing the benefits.

In order to encourage more Londoners to cycle or walk to their destination or transport interchange, we're undertaking a detailed review of our roads and pavements. The aim is to see what needs to be done to improve their fabric and ensure the suitability of pedestrian crossings and cycle ways to encourage more short journeys to be made this way.

Taxis and private hire vehicles account for 2.6 million trips



My enthusiasm for transforming transport in London remains undiminished

Radical measures are needed to reduce congestion

Extra buses will create more than 11,000 extra spaces on peak hour routes in central London

every week, with over 24,000 licensed taxi drivers and an estimated 35,000-40,000 private hire drivers working in London. Over 1,500 private-hire operators have been licensed to ensure greater passenger safety and service, and help remove illegal taxi touts from London's streets.

The compellable distance for taxi journeys has been raised from six to twelve miles, with fare increases introduced to give taxi drivers better incentives to work at nights and weekends.

Improving travel for all

To ensure greater accessibility and better social inclusion, 4,500 wheelchair-accessible, low floor buses (70 percent of the fleet) now operate on London bus services, also benefiting people with heavy baggage, parents with children or baby buggies and others with mobility problems.

TfL is currently managing Dial-a-Ride, which provides 1.3 million door to door journeys a year for people not able at present to use mainstream public transport. The London Taxicard scheme minimises its fare for users and increases its subsidy per fare, resulting in an increase of nearly 40,000 additional trips.

Further on-street accessibility improvements have included additional crossings, dropped kerbs, tactile paving, raised entry treatments, easy to use bus stops and a substantial reduction in illegal obstructions from pavements, often outside shops.
TfL has provided funding of £20 million to upgrade DLR's fleet of trains to meet the latest Disability Discrimination Act requirements for mobility impaired passengers.

Another of TfL's priorities is to reduce road fatalities and injuries. London does not have a good road safety record, with pedestrians, cyclists and motorcyclists particularly at risk. I am also extremely concerned that children in lower income households are significantly more likely to be involved in a road accident than those from better off households.

Therefore TfL has launched a Road Safety Plan in conjunction with the Police, London boroughs, the Government and road user groups, with the explicit aim of reducing the number of pedestrian casualties and tackling the growing number of motorcycle and scooter rider casualties.

Partners in delivery

To be able to deliver the improvements needed, TfL will be working alongside all of the London boroughs, other transport providers, the Metropolitan and City of London Police forces, the London Development Agency, the London Transport Users Committee and a diverse range of other stakeholders. TfL Rail Services is also working closely with the Strategic Rail Authority on projects such as Crossrail to improve and develop London's rail services.

London Underground

The 3 million users of the Underground each day know that substantial improvements are needed, and fast. The Mayor and I have fought vigorously to stop the PPP going ahead, on safety, operational and cost grounds – we believe that Londoners will end up paying substantially more for a service with limited improvements, which we do not believe is of benefit to users, staff or the capital as a whole.

However in order to move forward with tube modernisation, we are committed to working with the Government to make the scheme work, but without London having to pick up the massive bill anticipated under the current scheme.

Next steps

Our business plan has identified and prioritised the key tasks ahead of us and I look forward to working with my staff and partners in delivering the Mayor's Transport Strategy. Upcoming challenges for us include absorbing the London Underground, implementing congestion charging, bus priority measures, increasing the capacity of the bus network, increasing rail capacity and improving service performance levels across all modes.
My enthusiasm for transforming transport in London remains undiminished and I strongly believe that Transport for London will make London a better place to work, live and visit.

Bob Kiley
Commissioner of Transport

To encourage greater use of the Thames, London River Services has introduced new passenger boat services, opened the Blackfriars Millennium Pier and given the go-ahead for a new Pier at Millbank

Year in brief 2001/2002

April
- Mayor approved the use of security cameras in London cabs
- TfL announced its alternative management and financial plans for London Underground
- New Night bus service on routes N55, N58, N69, N101, N106, a new Sunday service on P13 and extensions to service 424
- Bonus scheme introduced for bus and Tramlink drivers

May
- New Travel Information Centre officially opened in Bromley
- TfL hosted the world's leading transport congress and exhibition, UITP London 2001
- Bus saver tickets introduced and One-Day Bus Passes simplified and cost reduced
- All-zones 7 Day Bus Pass price reduced to £9.50
- Discounted Thames riverboat fares introduced for Travelcard holders
- First private hire operators licensed (commonly referred to as minicabs or chauffeur driven companies)
- First diagonal crossing for Mayor's roads introduced in Wandsworth

June
- Public consultation on the regulation of London's private hire drivers began
- New Night bus introduced on route N285, with extended services on routes 192 and K5

July
- Mayor's Transport Strategy released
- Massive public consultation on details of the proposed congestion charging scheme
- Public consultation on Greenwich Waterfront Transit and East London Transit began
- TfL "Rail Services" Directorate set up to improve London's commuter rail network and progress major new rail projects
- DLR and City Cruises teamed up on a new ticket initiative, the Rail and River Rover Ticket and launched a specially commissioned Maritime Greenwich train
- Official opening of Blackfriars Millennium pier
- Start of major improvement scheme on the A3
- Major road improvement scheme for Coulsdon Town Centre, to improve traffic volumes and flow, safety and the road environment
- High Court ruled that the Government has the right to impose its proposed PPP contracts on London Underground

August
- Deadline for existing private hire operator licensing applications
- Enhanced safety training requirements introduced for Thames boat operators
- Extra bus services provided for Notting Hill Carnival

Bus passenger numbers are up by 6 percent

- Timetable improvements on Croydon Tramlink
- Improved range of tram tickets introduced, including weekly tram passes and through tickets to some London Underground destinations

On-bus traffic wardens are helping to clamp down on drivers that park in or obstruct bus lanes

September
- New Child Saver bus tickets introduced
- Night bus fares reduced to daytime levels
- Start of roadside survey programme to assess drivers' journey patterns
- London was "given a breather" when Car Free Day was held in partnership between the GLA, TfL and the London boroughs
- Student Travel Photocard validity extended to cover the summer months
- TfL submitted bids to the Government's Urban Bus Challenge fund, which seeks to encourage innovation and target areas of economic and social deprivation
- TfL report 'Transport for Wembley Stadium' showed the transport case for keeping the National Stadium in London
- Consultation on private hire vehicle regulations began
- Public consultation for West London and Cross River transit schemes
- New Night bus service on routes N10, N108. New Sunday services on 193, 315, 367, 450 and extensions to bus routes 117 and H21
- DLR announced construction of a new station at Heron Quays

October
- Tessa Jowell, Secretary of State for Culture, Media and Sport opened the new Learning Centre at London's Transport Museum
- Articulated or "bendy" buses entered trial operation on Route 207
- 'Pay before you go' trial to speed boarding on W7 began, using Roadside Ticket Machines
- New passenger boat service from Waterloo Millennium pier to link Westminster, Waterloo, Tower and Greenwich
- Cross London Rail Links (Crossrail), jointly owned by the SRA and TfL, set up to take Crossrail Lines 1 and 2 forward
- Use of conductors trialled on route 55's low-floored double deck buses, and a new service on route 377 introduced

November
- List of licensed private hire operators released. Those without licenses or temporary permits risk prosecution for operating illegally
- The compellable distance for taxi journeys has been raised from six to twelve miles
- Taxi fares increased to give taxi drivers better incentives to work evenings, nights and weekends
- London Buses won a top national environmental award in recognition of their efforts to improve London's air quality by reducing bus emissions
- Following a review of Dial-a-Ride services, the plan of merging six companies into a single organisation began
- TfL Rail Services hosted major conference on improving London's rail system
- Contract awarded for a new pier at Millbank, to create a direct transport link between Tate Modern and Tate Britain
- Review of the taxi vehicle Conditions of Fitness commissioned. These govern which vehicles may be licensed as taxis in London
- Work to pedestrianise part of Trafalgar Square began

- New Sunday service on E9 bus route
- First pan-London Road Safety Plan published aiming to reduce road casualties by more than 2,500 over the next 10 years

December

- Six-week public consultation on changes to the congestion charging proposals began
- DLR increased service between Bank and Crossharbour
- Improvements to DLR service levels and a new direct service between Bank, Canary Wharf and Prince Regent introduced
- Services on route 201 extended and a new Night bus service commenced on route N93, plus new R6 service introduced
- Pre-licensing registration scheme introduced for private hire drivers

January

- Bus fares freeze and all-day Travelcard introduced. All-zones 7 Day Bus Pass reduced to £8.50
- Bus operators in London who are not part of TfL's London Bus Network now need to prove their green credentials to London Buses
- Work on the Vauxhall Cross Transport Interchange project commenced
- Initial studies into possible Tramlink extensions commenced

February

- Following extensive consultation, congestion charging given the go-ahead and the go-live date set for 17 February 2003
- New stewards and works contracts worth nearly one billion pounds awarded to improve maintenance of the Transport for London Road Network (TLRN)
- New Night bus service introduced on route N75 and services on routes 298 and 486 extended

March

- New vessel, "Hurricane Clipper" launched, operating on the new enhanced commuter boat service between Masthouse Terrace (Isle of Dogs) and Savoy Piers
- Hosted by TfL, IMPACTS Conference, for European cities to exchange ideas and encourage safe, sustainable and efficient transport policies
- New Sunday bus services introduced on routes 362 and PR1
- Transport and Works Act approval received for DLR extension to London City Airport

Discounted Thames riverboat fares were introduced for Travelcard holders

Work has started at Trafalgar Square to create an innovative pedestrianised area, to be enjoyed by Londoners and visitors alike

Our achievements in delivering better transport

Despite the fluctuating economy, passenger figures for TfL services have, for key services continued to increase. Buses have seen passenger numbers up by six percent, (that's an extra 76 million trips a year) with a 20 percent increase in night bus passengers (up by 3 million to 18.5 million) and a 10 percent rise in Sunday and Bank Holiday usage to 120 million trips a year.

London accounts for all of the bus passenger growth in England last year. Tram journeys rose from 13.2 million to 18.2 million and DLR passenger numbers were up by almost eight percent. Continued success in delivering these services relies upon investment, sustained improvements, innovation and staff commitment.

London's buses

To ensure the network is more extensive and comprehensive, 14 new routes or links to the network have been added, including 11 new Night bus services and the introduction of nine new Sunday services, offering more than 700 routes.

The Mayor has pledged to introduce extra buses each year for the next decade, with more than 11,000 extra peak hour spaces created on routes into central London, ahead of the introduction of congestion charging. There are currently 17,000 bus stops, 11,600 of which have bus shelters.

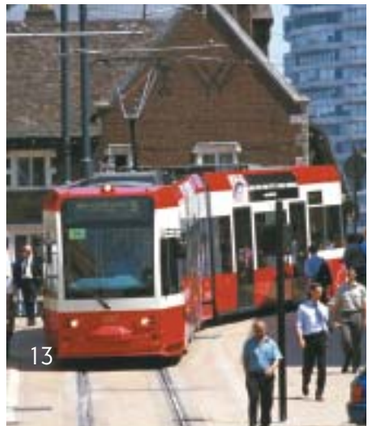
With new style "quality incentive contracts" that reward bus operators for good performance and penalise poor performance, reliability is improving. There are now 205 kilometres of dedicated bus lanes in London and fines for parking or driving in bus lanes have been increased to £80. Come April 2003, 1,400 cameras will be in use to enforce bus lanes in London.

By the end of March 2002, the London bus industry had seen a net increase of 1,400 drivers

and 120 conductors. Since April 2001, the miles lost due to staff shortages has halved. As a further staffing incentive, an additional £20 per week was paid directly to all drivers and conductors from a bonus scheme instituted by the Mayor.

Passengers have also benefited from a freeze in cash fares, for the second year running, as well as the introduction of the Saver (a carnet of bus tickets) bringing journeys down to 65p, and the all-zones 7 Day Bus Pass down from £11.50 to £8.50. Accessibility continues to improve with almost 70 percent of London's bus fleet now low floor and wheelchair accessible.

New “spider maps” and stop specific timetables demonstrating route information in a clear and simple format have been introduced and Countdown now provides real-time bus arrival information at 1,600 stops. CCTV is being rolled out on all vehicles and a new dedicated transport policing unit and control room will help cut crime on 20 bus corridors and make journeys safer and more reliable.



London Trams

Tramlink has consolidated on its initial success, with an increase in passenger trips from 13.2m in 2000/01 (part) to 18.2m, as Tramlink showed its ability to attract and convert private car users, with some 3.4 million trips having previously been made in cars.

By summer 2001 most of the initial reliability problems were solved, allowing the full 21-tram timetable to be successfully implemented in August and for the system to complete its final acceptance test in October. TfL worked with Tramlink to develop new ticket initiatives including through tickets to London Underground stations on the Wimbledon branch, weekly tram passes and Travelcard zonal extensions, all of which were introduced in August. In January 2002, TfL launched a feasibility study into the possibilities for extending the Tramlink system.

Over the past 12 months Tramlink has converted some 3.4 million private car trips to its services

Docklands Light Railway

The quality of DLR services has been improving steadily, with service frequencies up and reliability consistently at 98 percent or above, a factor reflected in the “Best Rail Operator” award for the franchisee (Serco Docklands Ltd) at the National Rail Awards in November 2001. Continued expansion was evident throughout the year, during which DLR received government approval for an extension to London City Airport and North Woolwich (opening 2005) and successful public consultation on its planned link, under the Thames, to Woolwich Arsenal (scheduled for 2007).

Domestic coach travel from Victoria Coach Station continued to flourish throughout the year, despite the downturn in foreign tourism

Planning permission was also received for a new, improved Heron Quays station as an integral part of the continued expansion of the Canary Wharf development. The expansion commitment was also seen in the delivery of the first of 24 new trains, funded by TfL, and the start of studies into running three-car trains to cope with growing demand, anticipated to reach 60 million by 2005.

During the year, passenger numbers increased by almost eight percent to over 41 million (compared to 8.3 million in 1993/4).

Victoria Coach Station

Despite the steep fall in foreign tourists following the foot and mouth outbreak, terrorism in New York and an associated two percent fall in coach throughput, the company’s operating profit reduced only slightly from the previous year. Market research surveys of users' attitudes to the station continued to show good levels of satisfaction, particularly in respect of the quality of service provided by front line staff.

London River Services

London River Services is responsible for the management and operation of eight piers on the River Thames and licences the riverboat services that serve those piers. Improvements during the year included the introduction of the third-off discount for Travelcard holders and improved services to Waterloo Millennium Pier from October 2001. Two new licences were awarded which included the provision for modifications to vessels to make them accessible by 2005. The routes involved were Westminster to Greenwich with additional

journeys to the Thames Barrier and Westminster to Hampton Court. Seven piers now benefit from CCTV and Passenger Emergency Help Points to improve passenger safety and security.

Public Carriage Office

As taxis are a key part of late night London, safety and availability remain a priority and 2001/02 has been a year of achievements.

By the end of the financial year, over 1,500 private hire operators had been issued with licences. Formal consultation on private hire driver licensing started in June and vehicle licensing in September 2001. A taxi tariff increase in November provided an incentive for taxi drivers to work in the evening, at night and during weekends to meet known levels of demand. For the first time, a range of taxi and private hire customer satisfaction and other surveys were initiated, with the aim of understanding better the needs of users.

New tariffs were introduced, to ensure more available taxis in the evening, late night and at weekends

In December, the task of registering private hire drivers began and a Taxi and Private Hire Director was appointed in February. To improve the driver training system, a revised syllabus ('Blue Book') for the 'Knowledge' was introduced in February, containing a more effective and better-structured route distribution throughout the licensing area.

Street Management

During 2001/02 Street Management has been at the forefront of delivering the Mayor's pledges in improving conditions for bus passengers, pedestrians, cyclists, people with disabilities and helping the movement of people and goods.

The Mayor has been given the go-ahead for operating congestion charging in central London, which will be introduced by Street Management in February 2003. This is a radical step at discouraging unnecessary car journeys, with the added benefit of producing substantial income to be reinvested in improving the transport system in London. Many major initiatives started in the last year and will continue into 2002/03 and beyond.

Major road schemes are underway to improve the Transport for London Road Network

The Cycling Centre of Excellence was established to provide resources and expertise to improve cycling in London

These include the World Squares for All project to pedestrianise part of Trafalgar Square and the start of other major schemes across the Transport for London Road Network (TLRN) including Vauxhall Cross, the Shoreditch Triangle, Finsbury Park and Coulsdon Town Centre.

The Cycling Centre of Excellence was established in 2001 providing resources and expertise to improve cycling in London. The appointment of a walking champion is also helping to ensure that we focus on pedestrians' needs. Following the launch of the first London-wide Road Safety Plan, Street Management is working in partnership with other organisations to improve road safety across London and the first of several major campaigns focusing on reducing teenage road casualties was launched.

Other publicity campaigns have increased awareness of the role of bus lanes and the new £80 fine for bus lane offences and a £20 million investment is being used to install 1,400 bus lane enforcement cameras across London. Street Management enforcement is working in partnership with other agencies to improve bus service reliability, and the BusPlus programme has started to bring benefits to 70 of London's busiest routes.

New five-year contracts for consultants, stewards and works contractors are already helping to improve how Street Management maintains the TLRN and have overcome inconsistencies between the old contracts and different standards within them.

Following extensive development work, Street Management's new traffic control centre will be completed by summer 2002. This brings together all transport management functions under our jurisdiction resulting in the first all-encompassing traffic control centre for London.

London's Transport Museum

The Museum provides expertise in history, education and art and cultural management for Transport for London and manages the statutory heritage collection to promote public access and an interest in public transport. Over 250,000 visits were made to the Museum in Covent Garden and to the Depot at Acton last year and nearly 50,000 children used

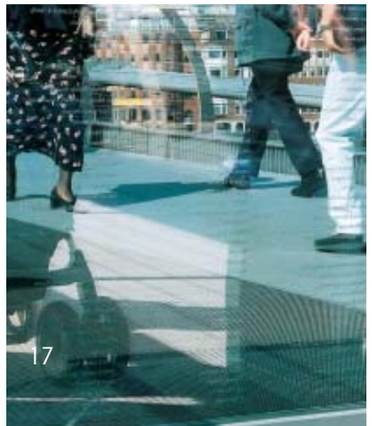
the Museum on a school visit or participated in the Schools Liaison Programme managed for London Underground.

Creating a healthier London environment

To ensure transport reliability, combined with the aim of making London an exemplary sustainable city by 2010, TfL is instigating a variety of measures. More than 2,000 buses have been fitted with particulate traps and 65 percent of the fleet is equipped with Euro II engines to reduce emissions, with trials beginning in London in 2003 of Hydrogen Fuel Cell bus vehicles. TfL is also part of the Ford Th!nkCity electric car trials, with mail and packages moved between TfL's buildings, which in the first six months of the trial, saved 500 litres of petrol and cost only £20 in sustainable green electricity to run.

All taxis must comply with a set of conditions in order to be licensed to operate, these conditions are currently under review, but will include an emissions requirement. After consultation with the taxi trade, TfL will regulate that from set dates, all taxis are first at Euro I standard or better and Euro II or better at some future point in time.

Considerable effort and resources have been invested in improvements to footways, cycleways and road crossings to promote these sustainable modes of transport. TfL has created the Cycling Centre of Excellence to support cyclists and develop best practice, completed the London Cycle Network and is developing cycle routes with improved facilities for safety and security. During 2001/02 TfL installed almost 7 km of new cycle lanes and 86 new cycle advance areas. New pedestrian routes and areas are being developed, including a pedestrian plaza in Trafalgar Square, with the aim of further increasing the current level of 7 million journeys made on foot each day. TfL continues its policy of tree planting and landscaping at schemes such as Lambeth Bridge roundabout and other locations on the TLRN, delivering both environmental and aesthetic benefits.



TfL is looking at ways of making walking safer and more convenient to further increase the current level of journeys made on foot each day

Parents of small children know how important accessible transport is

Major improvements to the booking system, vehicle suitability, and access of the Dial-a-Ride service are underway

Safety in London

TfL treats the safety and security of all affected by its operations very seriously. TfL's Safety, Health and Environment Committee comprising TfL Board Members, Chief Officers and special advisers, monitors transport and occupational safety issues and meets at least six times a year.

The Mayor's Transport Strategy, published in July 2001, contains a number of policies and proposals that seek to optimise the safety and security of those using TfL's services and London's roads.

The Strategy provides targets for road casualty reductions and requires TfL to produce a Road Safety Plan for London, which was published in November 2001. This Strategy has three key themes:

- Safety through partnership work
- Managing speeds - reducing excessive and inappropriate speeds
- Protecting vulnerable road users - children, cyclists, pedestrians and powered two-wheeler riders

Some notable results have been achieved in reducing casualties in the year to 31 March, 2002. Total casualty levels (fatal, serious and slight) for children, pedestrians, cyclists and powered two-wheeler riders all show a decrease of between five percent and eight percent over the year ending 31 March 2001. However these successes need to be set in context of the 40 percent reduction in total casualty levels by 2010 required by the Mayor's Transport Strategy.
A strong effort will be needed by all stakeholders in order to achieve this goal.

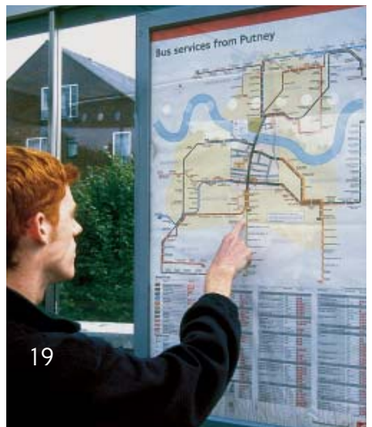
TfL is also vigorously addressing the safety and security needs of bus, taxi and private hire vehicle users. The Transport Operational Command Unit (OCU) will have specific responsibility for policing agreed corridors on the London bus network and enforcing the law relating to taxi and private hire licensing. In the year to 31 March 2002, a start was made to pilot corridors at Lambeth and Croydon.

The aim is to have all 26 corridors up and running by 31 March, 2003.

Accessibility

To enable London to be shared by all, TfL has undertaken a series of activities with our borough and bus partners. We are working on schemes to improve bus access and facilities, from removing barriers such as raised paving and introducing tactile paving and improved crossing facilities. Work is being undertaken to rid London's busiest streets of illegal obstructions from the pavement to ensure a safe path for those with sight or mobility difficulties. In addition, 2,600 new accessible low-floor vehicles entered service between July 2000 and May 2002.

A £5 million investment was made by TfL in the London Taxicard scheme which allowed a levelling of the minimum fare for users and in many boroughs an increased subsidy per fare. A set of minimum standards were agreed with local authorities along with the standard user eligibility criteria. With these came an increase of nearly 4,000 users and over 40,000 additional trips.



New spider maps and stop specific timetables make crossing London easier by bus

Dial-a-Ride

As promised in the Mayor's Transport Strategy, a review was undertaken of the Dial-a-Ride services involving user groups, staff, trade unions, Dial-a-Ride Boards, local government and door to door transport providers both inside and outside of London.

The review was published in October, with the main recommendation being that a single company should operate the service across London. Work then began to create a single Dial-a-Ride company, operated directly through TfL's operating subsidiary London Buses by a team of transport professionals.

Its future plans are dedicated to meeting the needs of all users and potential users and include major improvements to the booking and scheduling systems, undertaking reviews of vehicle suitability, regional boundaries, access to the service and eligibility. A new Passenger Liaison Unit will be created with the task of improving customer care standards and creating new forums to improve user participation and consultation.

London's railways need an urgent upgrade - TfL Rail Services has a key role to play

Working with the London boroughs

Boroughs are key partners in delivering the Mayor's Transport Strategy through TfL-led schemes and their own local programmes. Throughout the year, the Borough Partnerships Group provided co-ordination, liaising closely with the boroughs, with other parts of TfL and the GLA, on the assessment, funding and monitoring arrangements for borough transport initiatives. In 2001/02 the boroughs and partnerships received allocations of TfL funding totalling nearly £100 million, to support their agreed transport programmes for bus priority, maintenance, safety, walking, cycling and other local schemes such as town centre improvements.

TfL also responded to consultations and supported the GLA's planning function, by providing comments on the transport elements of 10 Unitary Development Plans, over 200 planning applications, significant planning obligations (section 106 agreements), draft national planning guidelines, and the evolving London Plan.

Working with National Rail

Over a million commuters arrive in London each day by national rail services, often connecting with other TfL Rail Services transport modes. Although the Mayor and TfL Rail Services are not directly responsible for national rail services, a partnership has been established with the Strategic Rail Authority (SRA), both to provide input into the franchising process and more importantly, to help shape future projects and developments to ensure a strategic and successful network in the capital.

The go-ahead for the development of the Crossrail and Hackney South West schemes was given in May 2001, with the aim of significantly increasing access to London's transport system. A joint company has been set up between TfL Rail Services and the SRA. Cross London Rail Links, a 50:50 company will develop the two Crossrail projects. Line 1 is the East-West Scheme designed to support London's economy and regenerate East London, running through the heart of the capital serving Heathrow Airport, the West End, the City, Stratford and the Isle of Dogs. Crossrail Line 2 is the

original Chelsea-Hackney Line designed to serve the West End, Hackney and north-east London.

Line 1 route and service options have been developed in preparation for the key stakeholder consultation, with full appraisals carried out during 2002.

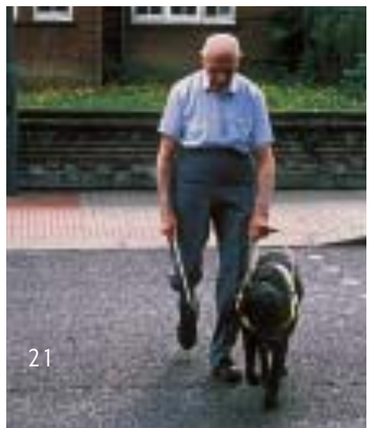
A recommendation will be made to the Government by the end of 2002 on the route and the way forward for the project, obtaining statutory approvals, funding and procurement. Assuming the necessary approvals are obtained construction could start in 2005 and with the first phase of the service open in 2011. For Line 2 the aim is to determine the role and principles of the scheme and to recommend a way forward during 2003.

Developing the transport network

With passenger numbers increasing, the coming of congestion charging and major regeneration schemes, especially in East London, the need for expanding the network cannot be ignored.

Following government approval, DLR will be extending its network to London City Airport and North Woolwich by 2005 and anticipates receiving approval for the further extension to Woolwich Arsenal, which should aid regeneration of the southern Royal Docks area, as well as assist development of new homes, infrastructure and new jobs.

The East London Line Extensions project seeks to exploit the valuable existing East London line river crossing by extending the line northwards to Dalston, with new local stations in Hackney. It will then connect with the North London line to run through to Highbury and possibly, at a later stage, beyond.



Tactile paving and improved crossings make it easier to move around the capital

1,400 new drivers and 120 additional conductors have been recruited to improve bus services

Monitoring of streetworks will improve and maintain our roads

To the south of the existing line, the proposal is to connect with the National Rail network to a range of destinations. The possibilities include West Croydon, Crystal Palace and Clapham Junction. The line would serve key regeneration areas and significantly improve orbital services, assisting in reducing congestion in the central area.

The SRA is responsible for taking the project forward, working closely with TfL Rail Services and London Underground. In December 2001 the Mayor and the Minister of Transport, Rt Hon John Spellar MP marked the start of enabling works with a ground breaking ceremony. Opening of the line could be achieved by 2008.

Work is underway to take forward the Thames Gateway River Crossings proposals which, as highlighted in the Mayor's draft London Plan, will improve transport accessibility and support wider regeneration in East London.

Delivering Best Value

Best Value is integral to our business planning process. During the past year we have conducted a number of reviews of our business.

These include:

- Reviews of the way we listen to London and provide travel
- Information and customer services
- Reviews focusing on specific activities such as Dial-a-Ride services, the Public Carriage Office (regulating the taxi and private hire trades)
- Street maintenance
- Contracts and procurement for investment in London's streets
- Land and property management relating to the street network.

In addition we have participated in a GLA wide family review of our joint approach to equalities and consultation. We have identified opportunities to improve performance, and service improvements are being introduced in response.

The Audit Commission's Best Value Inspectors have conducted independent inspections of the Dial-a-Ride and street maintenance reviews.

Social Inclusion

TfL serves a diverse, world class city and is committed to reflecting that diversity in its employment practices and service delivery. This requires diligence in managing the business to ensure effective equal opportunities and the removal of discriminatory practices. To drive the initiative forward, an Equalities Team has been appointed with specialists in tackling race, gender and disability discrimination.

In May 2002, our Race Equality Scheme was published. This fully complements our current Equalities Action Plan, which clearly defines equalities targets for line managers to meet. The task of becoming an exemplary employer has been energised by a comprehensive review of the complaints and disciplinary procedures, supported by Equality & Diversity and Harassment training across the whole organisation.

In July 2002, the TfL Board ratified the Social Inclusion Action Plan, which is a comprehensive account of TfL's to actively dismantle the barriers to inclusion for both staff and customers.

In August 2002, TfL appointed a Head of Social Inclusion who reports directly to the Commissioner, and a Social Inclusion Team is currently being recruited. The Team will create a strategy for Social Inclusion to be carried forward by each of the business and corporate units. All the staff are being provided with equality awareness training, which began in September 2002. Disability, Equality and other training will also be provided for TfL's team, commencing January 2003.

Looking forward, the greatest challenge is to prepare the organisation to integrate equalities into the fabric of our business practices. Mainstreaming will require leadership with vision, quality management and a commitment to continuous improvement to meet the challenge and make lasting improvements.

Employees

Our transport system is only as good as the employees who run it. Whether you are travelling on a bus or tram, buying tickets at Victoria Coach Station, hailing a taxi, taking a river boat or using a cycle lane, TfL's staff will be working to ensure your journey is as seamless as possible.

Openness across the modes via an on-going communications programme ensures that staff are kept informed of service performance across each of the organisations and of decisions for their future. Training plans are being rolled out to ensure that staff understand the needs of their customers and in turn, reach their full career potential.

TfL serves a diverse city and is committed to reflecting that diversity in its employment practices

Financial review

Transforming London's transport system is a massive challenge. Its complexity and ultimately, the costs involved, require the ability to deliver on time and within budget.

The Mayor's Transport Strategy has set the framework objectives and agenda for the next decade. Only through effective management and forward looking decision making structures will this become a reality. TfL now has in place a central financial planning and performance management system, able to meet Local Authority accounting requirements.

From April 2001 to March 2002 TfL spent £1,178 million, which included £671 million on bus services, £280 million on roads, £92 million on the Boroughs, £56 million on rail and £15 million on Dial-a-Ride. A total of £740 million of transport funding is provided through the government, the Greater London Authority and by third parties. Passenger fares, Street Management activities and other services, contributed a further £518 million. During the year, TfL invested a further £102 million, £56 million on vehicles and equipment, £40 million on infrastructure and £6 million on land and buildings.

When London Underground joins TfL, it will add a further £1.3 billion to sales, £1.8 billion to expenditure (including capital investment) and £2.7 billion to net assets.

Funding review	2001/02 £m	2000/01 £m
Funding requirement		
Sales revenue	518	369
Expenditure (including £102 million capital investment)	(1,178)	(720)
Finance lease charges net of interest	(18)	(13)
	(678)	(364)
Working capital movements	(62)	32
	(740)	(332)
Sources of funding		
Transport grant	717	298
Other funding	23	34
	740	332

Appendix 1 – Transport for London – organisation

Transport for London is a statutory corporation established by section 154 of the Greater London Authority Act 1999 (GLA Act 1999). It is a functional body of the Greater London Authority (GLA) which reports to the Mayor of London.

TfL has the following operating subsidiaries: London Bus Services Limited, London Buses Limited (East Thames Buses), Victoria Coach Station Limited, Docklands Light Railway Limited and London River Services Limited.

The Mayor of London, Ken Livingstone, chairs TfL and has appointed 12 Board members to serve on the TfL Board. The Board's role is to set policy, define and agree the strategic direction of TfL and oversee performance of the executive team who carry out the policies agreed by the Board.

Day-to-day operational responsibility and accountability is delegated to the Commissioner Bob Kiley, who in turn is advised by the executive management Group, comprised of the Managing Directors and Directors reporting directly to him.

Appendix 2 – Board members, committees and panels

Board members

Ken Livingstone (Chair)
Dave Wetzel (Vice Chair)
Professor David Begg
Professor Stephen Glaister
Noël Harwerth (Appointed 4 February 2002)
Kirsten Hearn
Mike Hodgkinson
Oli Jackson
Susan Kramer
Paul Moore
Murziline Parchment (Appointed 4 February 2002)
David Quarmby
Tony West

Special advisors to the Board:

Bryan Heiser
Lynn Sloman

Resignations and changes during the year

Sir Christoper Benson (Resigned 30 October 2001)
Jimmy Knapp (Until 13 August 2001) *
Professor Robert Lane (Resigned 10 May 2001)
Joyce Mamode (Resigned 3 December 2001)
Steve Norris (Resigned 21 November 2001)

* Died in Service

Changes post 1 April 2002

Bob Crow (Appointed 1 June 2002)

Executive management group

Bob Kiley, Commissioner (Chair)
Ian Brown, Managing Director, Rail Services (From 13 June 2001)
Peter Hendy, Managing Director, Surface Transport
Lesley McLeod, Director of Communications and Public Affairs (Interim from 26 November 2001, appointed 10 July 2002)
Derek Turner, Managing Director, Street Management
Jay Walder, Managing Director, Finance and Planning

Resignations during the year

Colin Douglas, Director of Communications and Public Affairs (Until 21 November 2001)
Richard Smith, Director, Integration (Until 28 September 2001)

Changes since 1 April 2002

Michael Swiggs, Director of Corporate Services (Until 22 May 2002)
Charles Monheim, Director of Customer Relations (From 10 July 2002)
Gareth Davies, General Counsel (From 16 September 2002)
Maggie Bellis, Director of Corporate Services (From 2 September 2002)

Board committees

Remuneration committee	Safety, health & environment committee	Finance & audit committee*
Provides a mechanism for reviewing remuneration of the Commissioner and Chief Officers on behalf of the TfL Board	*Advises the TfL Board on health, safety and environmental matters*	*Scrutinises TfL's financial actions and ensures that appropriate internal controls are in place to monitor and control business risk*
Ken Livingstone (Chair) Mike Hodgkinson	David Quarmby (Chair) Kirsten Hearn Dave Wetzel Joyce Mamode (Resigned 3 December 2001) External Advisers: Professor Richard Booth and Stuart Nattrass	Mike Hodgkinson (Chair) Professor Stephen Glaister Sir Christopher Benson (From 11 May to 30 September 2001) Oli Jackson Susan Kramer Steve Norris (Resigned 21 November 2001) Dave Wetzel
Changes since 1 April 2002		
Noël Harwerth (Appointed 11 June 2002)	Murziline Parchment (Appointed 11 June 2002)	** On 11 June 2002 the Board agreed that the Finance & Audit Committee be split into 2 separate Committees: Finance Committee and Audit Committee.*

Advisory panels

Rail Transport	Surface Transport	Street Management
Bob Kiley (Chair) Susan Kramer (Vice chair) Professor David Begg Professor Stephen Glaister Kirsten Hearn David Quarmby Tony West	Bob Kiley (Chair) Dave Wetzel (Vice chair) Professor Stephen Glaister Professor David Begg Noël Harwerth (From 4 February 2002) Murziline Parchment (From 4 February 2002)	Bob Kiley (Chair) Paul Moore (Vice chair) Professor David Begg Oli Jackson
Special advisor normally in attendance: *Bryan Heiser*	*Special advisor normally in attendance:* *Bryan Heiser*	*Special advisors normally in attendance:* *Bryan Heiser* *Lynn Sloman*
Resignations and changes during the year		
	Joyce Mamode (Resigned 3 December 2001)	Joyce Mamode (Resigned 3 December 2001)
Changes since 1 April 2002 *Note: On 11 June 2002 the TfL Board agreed that Jay Walder MD Finance and Planning and the appropriate Chief Officer would be members of the Advisory Panels*		
Ian Brown (From 11 June 2002) Bob Crow (From 18 July 2002) Jay Walder (From 11 June 2002)	Peter Hendy (From 11 June 2002) Jay Walder (From 11 June 2002)	Derek Turner (From 11 June 2002) Paul Moore (From 11 June 2002) Jay Walder (From 11 June 2002)

Appendix 3 – Summary of progress towards the implementation of the Mayor's Transport Strategy

Published in July 2001, the Mayor's Transport Strategy sets out key targets for improved transport delivery over the next 10 years. Although only a year in, significant milestones are already being achieved.

Priority A: "Reducing traffic congestion"

- Following public consultation, congestion charging will commence in February 2003. To ensure the success of the scheme, TfL staff have worked closely with suppliers to identify the most suitable camera and monitoring system, and with boroughs to ensure that signage is in place and, that where possible, road schemes are in place to eliminate rat running at the scheme's boundary. A public information programme will commence in October 2002 and run until the start of congestion charging, to ensure that Londoners understand the aims of the scheme, know where the zone is located, hours of operation and how to make payments when travelling into central London. The campaign will feature direct mail, residents' mailings and activity targeting specific discount and exemption groups. Once congestion charging is in operation, traffic is anticipated to reduce by 10-15 percent
- The Enforcement Task Force, compromising the Metropolitan Police, TfL, London Buses, the Association of London Government, DVLA, London Technical Advisors Group, Home Office, and the Metropolitan Police Service Transport Operational Command Unit (OCU) have been working closely together to ensure bus travel is both more efficient and safer. There are a variety of initiatives associated with the Enforcement Task Force including; penalty harmonisation of bus lane enforcement, speed and red light camera enforcement, intelligence-led initiatives, legislation changes, a communications campaign, as well as liaison with the boroughs and the Metropolitan and City police forces
- Additional work is being undertaken to ensure the rollout and development of the Transport OCU. Set up to monitor and respond to problems ranging from the illegal use of bus lanes, unlicensed vehicles, through to criminal activity in and around key bus corridors effectively complementing the enforcement work achieved to date
- Tougher enforcement of bus lanes and bus stops, following the installation of a network of some 1,400 on-bus, road side and CCTV cameras, which has led to the issuing and processing of 144,192 Penalty Charge Notices during the 2001/02 period. This is expected to increase next year as enforcement resources grow and then reduce in future years as compliance becomes more widespread

Priority B: "Overcoming the backlog of investment on the Underground so as to safely increase capacity, reduce overcrowding and increase both reliability and frequency of services"

- TfL is working closely with the government and the infracos to ensure that the work needed to improve the Tube is carried out in a rational and safe manner
- However TfL remains concerned that the current Private Public Partnership programme does not offer value for money or any guarantees that the Tube system will be dynamically better

Priority C: "Making radical improvements to bus services across London, including increasing the bus system's capacity, improving reliability and increasing the frequency of services"

- The London bus network is the largest and most comprehensive urban system in the world, with 4.8 million trips taken each weekday
- 14 new routes or links to the network have been added, in addition to 11 new Night bus services and the introduction of nine new Sunday services, offering more than 700 bus routes (including 81 night services)
- The recruitment of a further 1,400 new drivers and 120 conductors
- Bus services not operated due to staff shortages were halved
- The Mayor has pledged a further 200 extra buses a year for the next decade, with more than 11,000 extra spaces created on routes into central London at peak times ahead of the introduction of congestion charging
- Over 5,000 new bus lanes were installed
- 70 percent of the modern fleet are low floor vehicles
- 6.3 million people living in London are within a five minute walk (400 metres) of a bus stop (more than 85 percent of the population)
- Rigorous enforcement of those who park or drive in bus lanes is underway, via 1,400 on bus and road side cameras, fast response traffic wardens travelling on buses and fines for transgressors now set at £80
- Almost 6,000 buses were fitted with the bus location and control management system AVL (Automatic Vehicle Location), up from 2,000 last year
- Over 3,000 bus stops have been newly installed or upgraded

Priority D: "Better integration of the National Rail system with London's other transport systems to facilitate commuting, reduce overcrowding, increase safety and move towards a London-wide, high frequency, "turn up and go" Metro service"

- Four pilot routes have been identified for introducing new standards. These are: Dartford – London Bridge via Woolwich; East Croydon – Victoria via Norbury; Teddington – Waterloo via Kingston; Twickenham – Waterloo via Richmond
- TfL is working with the Strategic Rail Authority (SRA) on further development of the Metro network with proposals under development for the Greater Anglia Franchise and further routes in South London

Priority E: "Increasing the overall capacity of London's transport system by promoting major new cross London rail links, including access to international transport facilities; improved orbital rail links in inner London; and new Thames river crossings in East London"

- The go-ahead for the Crossrail and Hackney South West schemes were given in May 2001, with the aim of significantly increasing access to London's transport system

- Work is well underway to take forward the Thames Gateway River Crossings proposal which, as highlighted in the Mayor's draft London Plan, will improve transport accessibility and support wider regeneration in East London
- A dedicated project team has been assigned to take forward two new road crossings proposals, for Thames Gateway Bridge between Barking/Thamesmead and a crossing at Silvertown/Greenwich
- Docklands Light Railway received Government approval for an extension to London City Airport and North Woolwich, due to be operational by 2005 and a successful public consultation was undertaken on its planned link, under the Thames to Woolwich Arsenal, which could be operational by 2007. Planning permission was also received for a new, improved Heron Quays station as an integral part of the continued expansion of the Canary Wharf development
- The expansion of DLR continued with the delivery of the first of 24 new trains, funded by TfL, and the start of studies into running three-car trains to cope with growing demand, anticipated to reach 60 million journeys by 2005
- The Crossrail project took a major step forward towards realisation with the setting up of a joint company between TfL and the SRA. Cross London Rail Links, a 50:50 company, is charged with developing the two Crossrail projects. Line 1 is the East-West Scheme designed to support London's economy and regenerate East London, running through the heart of the capital serving Heathrow Airport, the West End, the City, Stratford and the Isle of Dogs. Crossrail Line 2 is the original Chelsea-Hackney Line designed to serve the West End, Hackney and north-east London. Line 1 route and service options have been developed in preparation for the key stakeholder consultation, with full appraisals to be carried out during 2002. A recommendation will be made to the Government by the end of 2002 on the route and the way forward for the project, obtaining statutory approvals, funding and procurement. Assuming the necessary approvals are obtained construction could start in 2005, with the first phase of the service opening in 2011. For Line 2 the aim is to determine the role and principles of the scheme and to recommend a way forward during 2003
- The East London Line Extensions project seeks to exploit the valuable existing East London Line river crossing by extending the line northwards to Dalston, with new local stations in Hackney. It will then connect with the North London line to run through to Highbury and possibly, at a later stage, beyond. To the south of the existing line, the proposal is to connect with the National Rail network to a range of destinations. The possibilities include West Croydon, Crystal Palace and Clapham Junction. The line would serve key regeneration areas and significantly improve orbital services, assisting in reducing congestion in the central area. The Strategic Rail Authority is responsible for taking the project forward, working closely with TfL Rail Services and London Underground

Priority F: "Improving journey time reliability for car users, which will particularly benefit outer London, where car use dominates, whilst reducing car dependency by increasing travel choice"

- Following substantial consultation with road safety groups and borough safety officers, TfL launched its Road Safety Plan in November 2001 with the objectives of achieving a 40 percent reduction in the total number of people killed or seriously injured and a 50 percent reduction in children killed or seriously injured. Other safety measures include over 50 safety improvement schemes planned for 2002/03, ranging from minor improvements to major schemes on the TLRN including new traffic signals, pedestrian crossings and safe cycle paths
- Construction work has started on the long awaited upgrade and improvements to 24.3 km of the A13 Thames Gateway corridor in East London. The construction programme, due for completion in 2004, includes improvements to: A13 Ironbridge to Canning Town; A13/A112 Prince Regent Lane junction; A13/A117 Woolwich Manor Way junction; Movers Lane junction; and the Old Roding Bridge. In addition, future finance has been committed to improving and replacing parts of the Ironbridge at the River Lea and Lodge Avenue Flyover. This is a substantial improvement in the infrastructure of the A13, making a positive contribution towards real economic regeneration of the area and a vast enhancement in the reliability of transport connections for bus, car, coach, cycle users as well as pedestrians. Those living nearby will benefit from the use of quieter road surfacing, improved street lighting, extensive landscaping and environmental screens, which will help minimise noise and lessen pollution
- TfL Street Management is developing proposals for the A406 North Circular Road Bounds Green and Green Lanes area. Proposals have been developed that seek to ease congestion, reduce accidents and help pedestrians to cross safely along the length of the road. Special features in favour of buses and enhancements to the environment are also incorporated. Public consultations have been undertaken and the results will be developed into detailed proposals and costings during 2002/03
- For many years Coulsdon Town Centre has suffered from having the main A23 London to Brighton road running through the town centre. As a result, through traffic is delayed and on most days the road is congested by slow traffic causing noise, pollution, a detrimental effect on local shops, delays to public transport and 'rat running' on residential roads. A new single carriage way with a priority lane for buses, lorries and motorcycles is to be built, which will bypass the town centre and should therefore remove up to 80 percent of through traffic from the town centre
- Vauxhall Cross has long been in need of a complete overhaul and the regeneration scheme currently underway will significantly improve the road network and provide integrated transport facilities at this important interchange. Following a successful public consultation, the final project has been moulded around the desires of those who will use the facility. Key elements of the scheme include: enhanced links between bus, rail and Tube transport; comprehensive and safer pedestrian facilities; dedicated cycle facilities; improved lighting and environment; increased safety and security and the construction of the new 'landmark' interchange building on Bondway. The £12 million contract was awarded in May 2002

Priority G: "Supporting local transport initiatives, including improved access to town centres and regeneration areas, walking and cycling schemes, safer routes to schools, road safety improvements, better maintenance of roads and bridges and improved co-ordination of streetworks"

- Work continues with partners in the boroughs to secure local transport improvements for road users, as well as pedestrians, cyclists and people with disabilities
- In 2001/02 TfL allocated nearly £100 million to borough programmes that supported the Mayor's transport priorities, including those that benefited bus passengers, people with disabilities, pedestrians and cyclists, improved road safety and reduced congestion
- The Cycling Centre of Excellence was set up to champion the cause of cycling in the capital and to provide better cycling facilities
- Funding has been increased for safety schemes in order to meet the Mayor's target for casualty reductions. Long-term publicity awareness campaigns aimed at a range of road users to change attitudes and behaviour are underway, specifically targeting teenage pedestrians and motorcycle and scooter riders
- A walking champion has been appointed to ensure that TfL's future plans focus on pedestrians needs and promote walking as an easy and healthy way to travel around in London, especially for short journeys
- Allocated £3.6million for 29 participating boroughs to support the Safer Routes to Schools programme to encourage more children to walk, cycle or use public transport as their daily mode to get to school, so easing car based congestion.
- The World Squares for All project is underway and should be completed in May 2003. This will pedestrianise the North side of Trafalgar Square to link the Square to the National Gallery, see the installation of a new central staircase between the Square and the north Terrace, new pedestrian crossings to improve access to and through the Square. New paving and landscaping will improve the appearance of the Square and surrounding areas, as well as a larger more accessible island to improve the setting of the Charles I statue
- Nearly 7km of new cycle lanes were installed, as well as 86 new cycle advance areas and 129 new or upgraded pedestrian crossings, plus 2,023 new or upgraded lamp columns
- Safety engineering measures on the TLRN will be implemented to the value of over £8 million in 2002/03, compared with £3.5 million in 2001/02 and funding for safety campaigns has increased from £0.5 million to £2.0 million
- The A10/A406 Great Cambridge Roundabout has been blighted with heavy traffic volumes and a poor accident record, with over 100 recorded injuries in the last three years. A £650,000 major safety improvement scheme will introduce full time traffic signals and change the poor layout of the roundabout, which aims to reduce accident rates by 30 percent, without increasing journey times
- The A2 through Bexley carries approximately 120,000 vehicles per day and had previously had a 70 mph speed limit and three lanes with hard shoulders. New safety measures include a 50 mph speed limit and the re-designating of several near-side lanes for local traffic. Monitoring shows that accidents have reduced and drivers are now complying with the speed limit

Priority H: "Making the distribution of goods and services in London more reliable, sustainable and efficient, whilst maintaining negative environmental impacts"

- The first meeting of the London Sustainable Distribution Partnership (LSDP) was held in February 2002. The LSDP brings together representatives from the Association of Local Government (ALG), TfL, GLA, DTLR, Freight Transport Authority (FTA), Port of London Authority (PLA), Strategic Rail Authority (SRA), Rail Freight Group, London Chamber of Commerce and Industry (LCCI), London First, CBI, Transport 2000 and the University of Westminster. Its aim is to improve the sustainability and the efficiency of the distribution of goods in London, across all of the modes (road, rail and water). The first area being undertaken is a review of the London lorry ban
- 424,748 m^2 of roads were resurfaced
- The extent of work needed to bring the roads back to a state of good repair will be reviewed when the results of our asset condition survey become available in 2003
- Street Management will implement a new traffic control centre in summer 2002, which will oversee the day-to-day running of the London Traffic Control Centre, transferred from the Metropolitan Police. TfL will then be responsible for urban traffic control and CCTV, tunnel control, co-ordination of street works, traffic light fault control, traffic information, congestion charging, bus lane enforcement and traffic management functions for buses, including "Countdown"

Priority I: "Improving the accessibility of London's transport system so that everyone, regardless of disability, can enjoy the benefits of living in, working in and visiting the capital, thus improving social inclusion"

- Almost 70 percent of the bus fleet are wheel-chair accessible low-floor vehicles, up from 45 percent last year
- As promised in the Mayor's Transport Strategy, a review was undertaken of the Dial-a-Ride service involving user groups, staff, trade unions, Dial-a-Ride Boards, local government and door-to-door transport providers both inside and outside of London. The review recommended that a single company should operate the service across London. A single company has been created, operated directly through TfL's operating subsidiary London Buses. Future plans include improving operations, such as booking and schedule systems, undertaking reviews of vehicle suitability, regional boundaries, access to the service and eligibility
- A £5 million investment was made by TfL last year in the London Taxicard scheme, which allowed a levelling of the minimum fare for users and in many boroughs, an increased subsidy per fare. A set of minimum standards were agreed with local authorities along with the standard user eligibility criteria, which led to an increase of nearly 4,000 users and over 40,000 additional trips

- The introduction of disability equality and customer care training programmes for staff employed by TfL service providers is underway
- Working with partners to remove barriers such as raised paving and introducing tactile paving and improved crossing facilities
- Taxis and the DLR are both 100 percent wheelchair accessible form of social transport in London

Priority J: "Bringing forward new integration initiatives to: provide integrated, simple and affordable public transport fares; improve key interchanges; enhance safety and security across all means of travel; ensure that taxis and private hire vehicles are improved and fully incorporated into London's transport system; and provide much better information and waiting environments"

- Fare initiatives have been introduced to encourage greater use of public transport. Bus and Tramlink fares remain frozen since January 2001, whilst fares on the DLR were increased in line with inflation
- One day Travelcards are now valid for use on Night buses and available at over 2,300 ticket agents and more than 600 retailers, as well as over the internet
- Countdown, the real time information system, continues its rollout and is now available at 1,600 bus stops across the capital
- The safety and availability of taxis and private hire services remains a London-wide priority. Private hire operators have been licensed to ensure greater passenger safety and service. Consultation about private hire driver and vehicle licensing regulations commenced in June and September respectively. A tariff increase in November provided an incentive for taxi drivers to work more at nights and weekends. The compellable distance for taxi journeys was extended from six to twelve miles
- The taxi rank review is ongoing, after an initial grading exercise. A further examination of ranks is being conducted with more specific issues in mind
- Travel Information Call Centre received 4 million calls this year from people needing advice on how to make individual journeys or up-to-the-minute information on how services are running. Call demand averages 12,000 a day, although demand has, on occasion, risen as high as 18,000 per day
- TfL is currently working on a Woman's Action Plan, which will set out a programme of actions across TfL to improve women's travel in London

Appendix 4 – Financial assistance

Transport for London may give financial assistance to any body or person in respect of expenditure incurred or to be incurred by that body or person in doing anything which, in the opinion of TfL, is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.

Financial assistance given under section 159 of the GLA Act 1999 is outlined below:

Financial assistance	2001/2002 (year) £ 000	2000/2001 (9 months) £ 000
Subsidiaries		
Transport Trading Limited	13,647	6,008
London Bus Services Limited	217,413	66,159
Docklands Light Railway Limited	37,869	27,640
Victoria Coach Station Limited		
London River Services Limited	981	928
London Buses Limited		
Joint venture		
Cross London Rail Links Limited	3,002	
Other		
Hungerford Bridge	8,204	4,000
Bus priority	26,807	
Safety schemes	14,056	
Cycle network	4,819	
Congestion charging	3,972	
Trafalgar Square	2,081	
Maintenance of borough roads	14,321	
Maintenance of borough bridges	17,288	
Other borough projects	22,737	
	387,197	**104,735**

Appendix 5 – Guarantees, arrangements and indemnities

TfL gave a guarantee in favour of HSBC Bank plc, under section 160(1) of the GLA Act 1999. No arrangements were entered into with another person under which that person gives a guarantee which TfL has power to give under section 160(4) and no indemnities associated with guarantees were given by virtue of section 160(5) of the GLA Act 1999.

Guarantees, arrangements and indemnities	
Guarantees Section 160(1)	Guarantee in favour of HSBC Bank plc to secure short-term borrowing
Arrangements Section 160(4)	None
Indemnities Section 160(5)	None

Appendix 6 – Operating statistics

Operating statistics		
Mode	2001/02	2000/01
London Buses		
Kilometres operated before traffic congestion (millions)	380.6	364.8
Kilometres operated after traffic congestion (millions)	373.1	357.0
Passenger journeys (millions)	1,430.0	1,354.0
Street Management		
People killed/seriously injured on TLRN roads	1,648.0	1,653.0
People slightly injured on TLRN roads	10,754.0	11,038.0
Docklands Light Railway		
Passenger journeys (000s)	41,290.0	38,380.0
Dial-a-Ride		
Passenger journeys (000s)	1,260.0	1,223.0
Croydon Tramlink		
Passenger journeys (000s)	18,170.0	13,290.0
Victoria Coach Station		
Number of coach departures (000s)	186.8	191.6
London River Services		
Passenger journeys (000s)	1,992.0	1,915.0

Appendix 7 – Performance statistics

Performance statistics		
Mode	2001/02	2000/01
London Buses		
Low frequency routes – departing on time	69.4%	67.7%
Frequent routes – actual waiting time (mins)	6.6	6.8
Frequent routes – excess waiting time (mins)	2.0	2.2
Scheduled kilometres operated before traffic congestion	98.4%	97.4%
Scheduled kilometres operated after traffic congestion	96.4%	95.3%
Customer satisfaction – overall	75.3%	74.1% *
Night bus services – departing on time	74.3%	71.6%
Docklands Light Railway		
Scheduled kilometres operated (base service departure – proportion of minimum contracted journeys)	98.4%	98.2%
Adherence to advertised schedule	96.3%	96.2%
Customer satisfaction	92.2%	90.0%
Dial-a-Ride		
Punctuality of Dial-a-Ride bus arrivals – customer satisfaction	92.0%	93.0%
Croydon Tramlink		
Customer satisfaction - overall	88.0%	84.6%*
Percent of schedule operated	99.4%	98.5%
Victoria Coach Station		
Customer satisfaction – overall	74.0%	73.0%*
Travel Information Call Centre		
Ease of reaching - customer satisfaction	85.0%	79.0%
Helpfulness of operator – customer satisfaction	94.0%	92.0%

** The comparatives have been restated using the current methodology*

Appendix 8 – Employee numbers

Employee numbers	2001/2002 Number	2000/2001 Number
Permanent employees (including those on contract)	**2,470**	2,131
Agency staff	**455**	384
Actual number of employees at 31 March	**2,925**	2,515

When London Underground is incorporated, TfL will have responsibility for some 13,000 additional employees.

Appendix 9 – Statement of accounts

Group revenue account *year ended 31 March 2002*	2001/2002 (year) £m	2000/2001 (nine months) £m
Highways, roads and transport services		
Expenditure	**1,072.2**	570.5
Revenue	**(518.4)**	(368.5)
Depreciation net of release of deferred grants	**104.2**	84.4
Capital financing charges	**122.6**	93.1
Net cost of services	**780.6**	379.5
Losses of joint venture company before grant	**3.0**	
Depreciation net of release of deferred grants - reversal	**(94.7)**	(77.0)
Capital financing charges - reversal	**(122.6)**	(93.1)
Finance lease charges	**22.1**	16.4
Interest and investment income	**(3.9)**	(3.9)
Net operating expenditure	**584.5**	221.9
Transfer to earmarked reserve	**9.2**	
Capital expenditure financed from revenue	**132.2**	83.3
Total amount to be met from government grant and local taxation	**725.9**	305.2
Transport grant	**(717.1)**	(297.8)
Other revenue grant	**(0.5)**	
Precept	**(10.1)**	(7.4)
Surplus in the period	**(1.8)**	-
The comparatives shown for 2000/2001 are for the period 3 July 2000 to 31 March 2001.		

Group balance sheet *at 31 March 2002*	2002 £m	2001 £m
Tangible fixed assets		
Infrastructure	**2,597.5**	2,718.7
Other property	**37.0**	25.3
Rolling stock and equipment	**220.4**	187.9
Non-operational assets	**92.9**	97.4
Total fixed assets	**2,947.8**	3,029.3
Current assets		
Stocks	**5.4**	5.2
Debtors	**134.3**	154.8
Short-term investments	**108.6**	37.5
Cash at bank and in hand	**16.3**	0.5
Total current assets	**264.6**	198.0
Creditors: amounts falling due within one year	**(279.2)**	(270.8)
Net current assets/(liabilities)	**(14.6)**	(72.8)
Total assets less current liabilities	**2,933.2**	2,956.5
Creditors: amounts falling due after more than one year	**(230.4)**	(225.4)
Provisions for liabilities and charges	**(112.4)**	(127.6)
Net assets excluding grants	**2,590.4**	2,603.5
Deferred grants	**(650.8)**	(643.1)
Net assets	**1,939.6**	1,960.4
Capital and reserves		
Capital financing reserve	**176.4**	77.5
Fixed asset restatement reserve	**1,751.1**	1,882.5
Reserves	**9.2**	
General fund	**2.9**	0.4
Total capital employed	**1,939.6**	1,960.4

Group cash flow statement

Reconciliation of net operating expenditure to net cash outflow from operating activities *Year ended 31 March 2002*	2001/2002 (year) £m	2000/2001 (nine months) £m
Net cost of services	**(780.6)**	(379.5)
Losses of joint venture company before grant	**(3.0)**	
Depreciation net of release of deferred grants	**104.2**	84.4
Capital financing charges	**122.6**	93.1
Increase in stocks	**(0.2)**	(1.4)
Decrease/(increase) in debtors	**21.0**	(19.5)
Increase in creditors due within one year	**36.0**	16.7
Increase in creditors due after more than one year	**0.4**	0.6
Increase/(decrease) in provisions for liabilities and charges	**0.2**	(1.7)
Net cash outflow from operating activities	**(499.4)**	(207.3)

Group cash flow statement

Year ended 31 March 2002

Net cash outflow from operating activities	**(499.4)**	(207.3)
Net interest and investment income		
Finance lease charges	**(22.1)**	(16.4)
Interest and investment income	**3.9**	3.9
	(18.2)	(12.5)
Capital expenditure and disposals		
Capital expenditure	**(148.2)**	(140.4)
Receipts from sale of fixed assets	**4.4**	0.7
	(143.8)	(139.7)
Net cash outflow	**(661.4)**	(359.5)
Financing and management of liquid resources		
Transport grant	**717.1**	297.8
Other revenue grant	**0.5**	
Precept	**10.1**	7.4
Grant disbursements	**(5.3)**	(0.8)
Third-party contributions and other grant funding	**10.1**	32.8
Finance lease obligations	**2.8**	2.8
Investments	**(71.1)**	4.1
Net cash inflow	**664.2**	344.1
Increase/(decrease) in cash	**2.8**	(15.4)

Sales revenue and net operating expenditure

	Sales revenue 2001/2002 (year) £m	Sales revenue 2000/2001 (nine months) £m	Net operating expenditure 2001/2002 (year) £m	Net operating expenditure 2000/2001 (nine months) £m
TfL				
Street Management	**16.0**	11.0	**(216.5)**	(106.4)
Borough partnerships			**(92.1)**	
Taxi licensing	**5.2**	2.0	**(0.6)**	(0.8)
Planning and corporate management	**2.1**	0.7	**(39.0)**	(21.7)
	23.3	13.7	**(348.2)**	(128.9)
Subsidiary operations				
Bus operations	**469.8**	335.3	**(181.1)**	(56.8)
Rail operations	**9.4**	6.7	**(30.8)**	(24.1)
Victoria Coach Station	**6.8**	5.0	**1.0**	1.1
Museum	**2.7**	2.4	**(2.8)**	(1.9)
River Services	**1.5**	1.1	**0.1**	(0.1)
Group services	**4.9**	4.3	**(6.6)**	(2.8)
Dial-a-Ride			**(13.1)**	(8.4)
Joint venture				
Cross London Rail Links			**(3.0)**	
Group	**518.4**	368.5	**(584.5)**	(221.9)

Fares	**464.0**	330.5
Other revenue	**54.4**	38.0
Total sales revenue	**518.4**	368.5

Group assets

	2002 Number	2001 Number
Railway cars	**70**	70
Track (kilometres)	**58**	58
Railway stations	**34**	34
Bridges and viaducts	**759**	759
Roads (kilometres)	**580**	580
Car ferries	**3**	3
Buses	**393**	353
Bus stations and stands	**90**	86
Bus shelters*	**7,933**	7,262
Offices	**6**	5
Piers	**8**	8

** Additional shelters are owned by private companies*